

78-2915/11

28 SEP 1978

MEMORANDUM FOR: Deputy Director for Administration
FROM : F. W. M. Janney
Director of Personnel
SUBJECT : Saturday Morning Conference on
Personnel Policy

Jack:

I am offering you the following ^{Personal} comments keyed to the "expected initiatives" of the Director. Ninety percent of it I know is unnecessary. Nonetheless, here it is:

I. Career Management

- a - In existence. Perhaps can be improved. Need teeth to force employee to read.
- c - Some degree of seniority is necessary to be able to come up with broad options. Unless you are supervisor's pet he or she is up for criticism. Supervision is always susceptible to criticism.
- 25X1A d - Carlucci has already met with [] on this. We can create flexibly-graded positions depending on the incumbent's degree of expertise. DDO at any one time always has a number of non-managers (case officers, NOC's, career agents). For the future, given the specific losses (i.e., language) from Phase I & II cuts, they do need this kind of track advertised and are aware of it.

III. Promotions

- b - The fitness report comments by supervisor and reviewer should not be confused with panel rankings. The employee is encouraged to consult the CMO as to panel ranking, etc. The DCI is arguing against the General Camm secretary in this case.
- c - S.O.P.
- d - Unfortunately established as a duty.
- e - I don't understand "explicit" vs. "written."
- f - I bow to your penmanship.
- g - You have a paper on this in the book.
- h - Agree in principle.
- i - Agree. 1979 figures are in APP and we await DDCI's signature to basic document before telling Career Service Heads to publish.
- j - Can be interpreted as backlash discrimination.

IV. Assignments

- a - This concept is already in the uniform promotion language; i.e., additional consideration to those recommended who have "inter" experience.
- b - 426 intra service (1 July 77 to 30 June 78).
215 inter service (1 July 77 to 30 June 78).

363 intra projected FY 1979.
215 inter projected FY 1979.
- c - It exists but I don't know if it's adequate. Probably depends on the individual employee's experience.
- d - Obviously never.
- e - clash.

25X1A

- f - Conflict with the basic mission -- we are in a business that often transcends personal interest.
- g - You have paper. The difference between Office, Directorate and Agency-wide Vacancy Notices is apparently difficult to grasp. If you cannot fill it Office-wide, you move on to the next until you do. Dangers to the career management precept as the heart of the PDP.
- h - You have set up working group.
- i - Of course.
- j - TV.

V. Other

- a - Done and approved through 1979 and also tentative figures for 1980. Lateral entry directly affects younger professionals' careers.
- b - "Notes from the Director" and "DDA Exchange" should suffice.
- c - 1. Annual Recruiter Conference and regional mini-conferences semi-annually.
- 2. Time charts you have. We are dealing in general with DCI perceptions of employee perceptions. Perhaps we should come up with cosmetics.
 - Item: Put heat (deadline) on applicant to speed up preparation of PHS.
 - Item: Put heat on component to make hire/no-hire decision (seven-day deadline).
 - Item: Put heat on applicant to EOD soonest.
 - Item: Develop Triple A applicant concept to recruiters -- together with this AAA rating when recruiter satisfied applicant fits more than one component

requirement, then OP decides and informs applicant that subject to security/medical approval, job offer is firm. Will cause small number of directed assignments.

3. This is P.R. and does not affect recruiting results.

4. We are specifically tailoring now; i.e., Minority Coordinators, etc. Much more will cause backlash. However, some cosmetics may be possible.

d - In existence.

25X1A

e - Already computerized with components being notified when delinquent. Personnel Management Evaluation Staff ([redacted] et al.) will be monitoring.

25X1A

[redacted]

F. W. M. Janney

Summation of DCI Expected Initiatives in the Personnel Policy AreaI. Career Management

a. Establishment of meaningful written career patterns to help the employee chart his future.

b. Publication of a pamphlet outlining the personnel policies of the Agency. (This is supposedly under way, but I certainly want to check it before publication. Normally it should be a compilation of policies that are extant and approved by the DCI, but in our case, and this time, it probably will establish new policies.)

c. Establishment of a meaningful career counseling capability.

1. Career counselors are too senior today in many cases to communicate well with their subordinates.

2. Individual supervisors, it seems to me, take too little responsibility and interest in their subordinates.

d. We must develop a subspecialty category for non-managers, at least in NFAC and DDO.

II. Management Training

a. We apparently have a lot of management courses. Nonetheless the majority of employees think we're bad at management in general--not just personnel matters. The question is: Are the courses any good; are they given at the right times; are there enough attendees?

III. Promotions

a. Absolutely clear that the fitness report form must be scrapped.

b. In order to begin to put some teeth into it and keep everyone from being graded high, there should be a comparative evaluation required, e.g., "Of the seven GS-14s I have marked in this period, this individual is number 3."

d. There should be a specific comment on equal opportunity responsiveness.

e. The grading factor should be explicit and uniform rather than written in by the rater.

f. It may be well to have the comment section filled out by hand to reduce the volume.

g. We need further standardization of the promotion panel system. The move should be away from predominate influence and control by immediate supervisors. The panel should be impartial and able to operate primarily on the basis of the records.

This would probably mean the abolition of many of the present subdivisions for promotion. A single panel in DDA, for instance, could promote communicators, logisticians and others. They would not be in competition with each other. They would simply be governed by the terms of reference for the panel as to how many communicators, how many logisticians, etc., to promote. But one impartial panel would service almost the whole directorate. It would have representation on it from the different areas of expertise.

h. There should be more publicity, more visibility on the overall promotion system.

i. The numbers of people to be promoted each year should be promulgated before the beginning of the fiscal year--perhaps several years in advance--thus permitting the younger people to understand what their opportunities are going to be.

j. There should be more visibility to minority data in the promotion system.

k. There should be more visibility to the projected percentage opportunity for promotion.

IV. Assignments

a. Perhaps there should be a requirement that in order to qualify for supergrade one must have served outside his directorate; this to be phased in over three or four years.

b. Greater emphasis on and more formalized intra-directorate rotations.

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c. Is our present system of appointing people to state his preference for his next assignment adequate?

d. Are we giving out enough information about what opportunities are available to the employee?

e. Should we make most of the reports officers working for DDO overseas NFAC people in order to give them exposure to their countries of expertise?

f. We must establish some system where within each directorate there is an individual responsible for guarding the interests of the employee's career. At present it is generally the case that the assignments are made by people who are responsible for current performance of their units. Clearly there is a conflict of interest here in assigning people who will best enable the supervisor to turn in a good current performance, and assigning people where it will enable them to pursue their career best. There should be some agent representing the individual employee who has ultimate authority over the assignments. He would, in the DDO for instance, decide whether the employee was going to go on an overseas assignment, a staff assignment, or an area division assignment, or a COMUS assignment outside of the DDO. The individual would then be made available to the people operating each of those areas for specific assignment to a position.

g. We need to ensure Agency-wide announcements or advertising of positions that are open. The Director of Personnel and DDA need some control over this process so that divisions don't fill all their jobs with their preferred people without giving new opportunity to better qualified people from other divisions.

h. We need a thorough review of the husband/wife situation and whether we can do anything more to help here.

i. We should do away with "walking the halls." Approach greater pre-planning of people's moves--a sense of responsibility to manage the career of the individual.

j. A greater visibility to the whole process.

V. Other

a. Need to determine for each directorate a flow-through policy. How much are we going to let the system stagnate, or force people out so that there will be a promotion opportunity? This differs widely with different directorates and divisions. In some there should also be a positive policy for lateral entry, e.g., NFAC.

b. Probably need some form of a personnel newsletter like the DDA Exchange.

c. Need to ensure there's a system for periodic review of whether we are recruiting and training for the types of skills we're going to need in the future rather than the past.

1. Need to look carefully at the recruiting process overall.

2. The time until acceptance is far too long.

3. Need more visibility on the college campuses-- getting our light out from under the bushel.

4. Specifically tailoring our approach to obtaining minorities and special skills such as economic and technical.

d. Ensure that fitness reports are available only to authorized people.

e. Have some centralized authority that ensures that fitness reports are turned in on time. ✓

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Saturday Morning Conference on Personnel Policy

DD/A Registry
File *metag*

FROM:

F. W. M. Janney
Director of Personnel

EXTENSION

NO.

DATE

28 SEP 1978

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Executive Officer, DDA

2. Associate DDA

3. Deputy Director for Administration

2 OCT 1978

4. [Redacted]
5. [Redacted]

6. 25X1A

7.

8.

9. DDA Distribution:
Orig - D/Pers
1 - DDA Subj

10.

11.

12.

13.

14.

15.

25X1A